

Task Force on Retention & Inclusion  
Updates

---

# Mentoring Matters

# MENTORS ARE TRUSTED ADVISORS

## Best Practices

---

Offer practical, helpful solutions to problems and concerns

Provide candid and constructive feedback

Depending on the associate's seniority, discuss integration, workload and/or career goals

Provide opportunities to broaden skill set and enhance visibility

# WILLKIE'S MENTORING PROGRAM

## Junior Associate Mentoring

---

Junior associates are encouraged to initiate contact with their mentors.

To kick off the program, we host welcome lunches upon arrival.

Through their work assignments, junior associates are encouraged to develop mentoring relationships beyond their assigned mentors.

### 1st Year Associates and New Laterals Mentoring

Upon arrival, new attorneys are assigned a partner mentor and associate liaison to assist with their transitions.

The partner mentor relationships will remain in place for the 1st year associates' initial three years.

### 2nd and 3rd Year Associates Group Mentoring

A partner guide and two senior associates will lead individual mentor groups comprised of four to six 2nd and 3rd year associates.

To develop relationships and foster connections, groups will be invited to attend informal activities and events organized by the legal personnel team.

In addition to group activities, the senior attorneys will be available for one-on-one mentoring, advice and guidance.

## MENTORS ARE TRUSTED ADVISORS

### Working Together

---

Mentoring relationships are often enhanced when colleagues work collaboratively

Willkie's redesigned mentor program encourages all mentors to find opportunities to work together on:

- Client work
- Pro bono matters
- Developing and presenting CLEs
- Writing and editing client memoranda

## WILLKIE'S MENTORING PROGRAM

### Senior Associate Mentoring

---

Senior associates are encouraged to take a very active role in their mentoring relationships.

To kick off the program, we solicit from all senior associates their top five requests for mentors.

Matches are made based on requests and needs of the associate and the availability of the partners.

#### 4th and 5th Year Associates Mentoring

All 4th and 5th year associates are assigned a partner mentor whose primary responsibility is to offer guidance and insights on transitioning to a senior associate role.

When making mentor requests, associates are encouraged to consider partners within their practice groups and offices.

#### 6th Year and Senior Associates Mentoring

All 6th year and senior associates are assigned a partner mentor whose primary responsibility is to offer guidance on the associate's career progression and opportunities for increased visibility among the partnership and clients.

When making mentor requests, 6th year and senior associates are encouraged to look to the leadership of the firm and consider partners from other practice groups and offices.

## Quarterly Check-ins

---

Mentors and mentees should meet at least quarterly to check-in, ask questions and get updates on the mentee's development. Topics to cover may include:

What is your mix of work?

How is your workload?

With whom are you working and how is it going?

What are your professional interests?

How is Willkie meeting your expectations and goals?

What are you doing to advance your career?

How can I help you in your development?

Would you like me to introduce you to a colleague or client?

Would you like me to review your work product?

## Contact

---

**Task Force:** Liz Bower, Jeff Clark, Laura Delanoy, Wes Powell, Danielle Scalzo, Jessica Sheridan, Kim Walker, Tony Yanez

For more information contact: Bonnie Hurry, Caitlin Kapoor, Jeanine Thomas